WORKFORCE DEVELOPMENT

RICK SNYDER GOVERNOR CHRISTINE QUINN DIRECTOR

The Workforce Development Agency is required to operate an outreach program to Migrant and Seasonal Farm Workers. The Agricultural Outreach Plan (AOP) is an annual requirement that is now an integral component of the Agency's Workforce Investment Act / Wagner-Peyser (WIA/W-P) Comprehensive Five-Year Plan. As such, the AOP is submitted as an annual modification to the WIA/W-P State Plan.

As required under Wagner Peyser regulations 20 CFR 653.107 and WIA regulations 20 CFR 661.220 (d), the State of Michigan is providing an opportunity for public comment on, and input into the AOP, prior to its submission to the USDOL. All comments regarding the AOP may be submitted to:

Ms. Belén Ledezma, Director
Migrant, Immigrant & Seasonal Worker Services Division
Workforce Development Agency, State of Michigan
201 North Washington Square, 3rd Floor
Lansing, Michigan 48913
Ledezmab@michigan.org
Fax 517-241-8216

To ensure your comments are considered, they must be received no later than 5:00 p.m. on Wednesday, April 30, 2014.



WORKFORCE DEVELOPMENT AGENCY, STATE OF MICHIGAN AGRICULTURAL OUTREACH PLAN PROGRAM YEAR 2014

Wagner-Peyser Labor Exchange Services

Overview

The State of Michigan's Workforce Development Agency, provides a complete range of employment services to the agricultural community, including Migrant and Seasonal Farmworkers (MSFWs), and agricultural employers, as described in Wagner-Peyser regulations at 20 CFR 653.107. Full-time, year-round outreach workers, designated as Agricultural Employment Specialists (AES), conduct vigorous outreach activities throughout Michigan's Lower Peninsula. Outreach activities are concentrated in significant MSFW areas, in order to reach the maximum number of MSFW populations. In collaboration with partners located at Michigan Works! One-Stop Service Centers, the full range of employment services are offered to both the MSFWs and agricultural employers. The State Monitor Advocate conducts on-site monitoring of Michigan's significant offices to ensure qualitatively and quantitatively proportionate services are provided MSFWs.

A. Assessment of Need

Michigan Governor Rick Snyder, in delivering the 2014 State of the State Address, noted:

"...Another industry that's critical to Michigan is our agriculture industry, and we're having great growth there. In 2010, it was a \$91 billion industry. In 2013, it's grown to a \$96 billion industry. It's on a path to being a hundred billion dollar industry in Michigan, and one of the key reasons in this last twelve-month period, agricultural exports from Michigan to other countries grew by sixteen percent. Ag is on a roll..."

Critical to Michigan's economy in terms of production, processing and the revenue it generates, the agriculture industry in Michigan continues to produce over 300 commodities on a commercial basis and remains second only to California in diversity of crops. The latest data available cites Michigan as having 54,900 farms, ten (10) million acres of farmland, and leading the nation in the production of 18 crops, including blueberries, tart cherries, cucumbers and squash. The food processing industry, which employs many MSFWs, generates twenty-five (25) million dollars in economic activity annually, while fruit production revenue generates \$180.2 million.²

Table 1 identifies Michigan's major labor-intensive crop activities, with the months of heavy activity and the geographic area of prime activity. The data indicating the number of MSFWs and non-MSFWs that are employed in each crop is unavailable. However, AES staff was surveyed to reach an estimate.

Several areas of Michigan experienced labor shortages last year, as many migrant workers did not travel to or return to Michigan in PY 2013, due to poor crop conditions during PY 2012. The apple industry, especially in Regions II and III, experienced the largest shortage of workers. In Region II, blueberry growers who did not have housing experienced a larger shortage of workers than those who provided housing for workers.

In Region I, there was no shortage of workers, as they worked longer hours and on weekends. The Eastern section of Region IV did not experience a shortage. It is estimated that most of the workers in apples, asparagus, blueberries and cherries are MSFWs. An enumeration study released in PY 2013 estimated the total number of MSFWs who are needed for employment in field agriculture, nursery/greenhouse work, reforestation, and food processing to be 49,135; however, no crop specific data was provided.³

Table 1						
Labor Intensive Crop	Heavy Activity Months	Prime Geographic Area (see MI Ag Region Maps)	Estimated MSFWs/ Employed	Estimated Non MSFWs Employed		
Apples	Mid-August – Mid November Pruning February – April	Region II Region III	7,096	190		
Asparagus	April – Early June Region II Region III		3,735	45		
Blueberries	Mid-July – Late August Region I Region II		10,163	502		
Cherries (Sweet & Tart)	Early July – Early September; Pruning February - April	Region I Region II, Region III	4,970	36		
Christmas Trees	April, June - August, October – December	Region III Region IV	860	11		
Nursery Plants	Early March – Late November	rly March – Late November Region I Region IV		25		
Vegetables (squash, & pumpkins)	Early July - Late October	Region I Region V	5,005	240		

In PY 2013, AES staff contacted 9,334 MSFWs and performed 875 days of outreach. Partner entities were solicited for PY 2013 data and provided the following information as to how many MSFWs received services from their respective agencies:

- Telamon Corporation (National Farmworker Jobs Program [NFJP] grant recipients): 405 participants.
- Migrant Health Promotions: Four outreach events reaching 398 individuals; health education at camps reaching 22 individuals.
- Migrant Health Centers: 16,122 individuals.
- Michigan Migrant Education Program: 3,514 children (ages 0-21)
- Michigan Department of Human Services (DHS): 14,928 recipients and 3,920 cases.

For PY 2014, Michigan projects agricultural activity to increase due to improved weather conditions, increased technology, and the support of our Governor for the industry. Most increased activity will be in field crops (corn, beans, wheat), with a slight increase in grape production, due to increases in the number of wineries. Additionally, hops are becoming more prevalent as evidenced by the increased number of microbreweries in the State.

The Workforce Development Agency projects that an estimated 22,000 MSFWs will travel to Michigan during PY 2014. In spite of the increased need for labor, Michigan has experienced a slight decline of registered MSFWs, due in part to the reduction of AES staff. Higher gas prices, increased immigration fears, and previously poor crop conditions are some of the other reasons cited for the decline. Data was again solicited from partner agencies in order to project the number of MSFWs expected in the State for PY 2014. Michigan Migrant Education expects to serve 3,700 MSFWs; both Migrant Health Promotions and Migrant Health Centers expect to serve about the same number as they did in PY 2013; and Telamon and DHS relied on Dr. Alicia C. Larson's 2013 Enumeration Profiles Study⁴ to arrive at their projection of 49,135. However, in an explanation of the data from the Enumeration Study as presented by Dr. Larson, it was noted that this number reflects the number of workers needed, not necessarily the number of MSFWs who will be in the State.⁵

Outreach Activities

Michigan has always been committed to providing equitable services to its MSFW population. The AES spend the majority of their time during the peak season conducting outreach to MSFWs in order to reach those who may not have the means to access the One-Stop Service Centers. While on outreach, the AES explain all of the services available at One-Stop Centers; including referrals to employment, training, and supportive services. Other services, such as the availability of counseling, testing and career guidance are also explained. Information about the Job Service Complaint System; a summary of farmworker rights with respect to the terms and conditions of employment, and the United States Department of Labor (USDOL) Farmworker Rights Card is provided.

For PY 2014, AES staff will contact 10,000 MSFW with a projected number of 800 outreach days. Of the 10,000 MSFW contacts, an estimated 900 will be contacted through joint outreach efforts, especially with Telamon Corporation NFJP, DHS, and Health Clinics.

There are fourteen (14) AES staff that provide services to MSFWs with three (3) vacancies. The chart below indicates the locations and Significant Office sites:

Table 2				
Local One-Stop Service Centers * indicates Significant Office	Outreach Staff (Agricultural Employment Specialists) Number			
Coldwater	Vacant			
Dowagiac*	1			
Fremont*	1			
Holland*	2			
Lansing	Vacant			
Lapeer	1			
Ludington*	1			
Paw Paw*	2			
Shelby*	2			
Sparta*	2 + 1 Vacant			
Traverse City	2			
Total	14 Staff + 3 Vacancies			

It is anticipated that two of the three vacant positions will be filled as seasonal positions due to funding restrictions. This reduction in staff will leave a large portion of the State with no direct access to a State Outreach Worker (AES). All of the AES currently cover two (2) or more counties, with most covering five (5) or more. The geography of the State increases the difficulty of engaging in direct outreach activities, and with the reduced number of staff, it will be even more challenging. AES are based in locations with high MSFW activity, so there is limited time to travel to uncovered areas to conduct outreach.

Michigan has numerous stable and growing partnerships with many organizations that provide employment and quality-of-life services to MSFWs. Some of the partners are located in the One-Stop Service Centers, allowing for easy access by MSFWs. For agencies not located within the One-Stop Service Centers, a referral process is established with partners to ensure that the full range of employment, training, and supportive services are delivered.

Partner agencies include:

- Telamon (National Farmworker Jobs Program, Section 167 Grantee)
- Michigan Department of Human Services (DHS)
- Michigan Department of Agriculture and Rural Development (MDARD)
- Michigan State Police (MSP)
- District Health Departments
- Michigan Health Centers and Community Health Centers
- Michigan Primary Care

- Michigan Health Promotion
- Intercare
- Mercy Health Hospital
- Michigan State University
 - Extension Services
 - o College Assistance Migrant Program (CAMP)
 - High School Equivalency Program (HEP)
- Western Michigan University College Assistance Migrant Program (CAMP)
- Michigan Migrant Education Programs
- Telamon Corporation Head Start Programs
- Employer Partners
 - o Michigan Farm Bureau
 - o Michigan Asparagus Advisory Board
 - o Michigan Blueberry Growers
- Farmworker Legal Services
- Michigan Migrant Legal Assistance Project (MMLAP)
- Michigan Literacy Coalitions and Councils, including English as a Second Language training
- Bethany Christian Services
- Hispanic/Latino Commission of Michigan
- Food, Clothing, Rental and Utilities Assistance
 - o Love Inc.
 - o TruNorth
 - Salvation Army
 - Good Samaritan Ministries
 - Holland Rescue Mission
 - Ottawa County Community Action Agency
 - Community Action House
 - o Allegan County Resources Development Committee
 - Holland Rescue Mission
- ESL Providers
 - Western Michigan Hispanic Service Center
 - o Mott College
 - o Zeeland/Holland Adult Ed
- Fremont Area Foundation (annual grant for Farmworker Appreciation Day)
- Kent District Library
- Hispanic Ministry
- Whirlpool Hispanic Network (Hispanic Whirlpool Employees Christmas Basket project)
- Justice for our Neighbors (*Immigration Services*)
- Lakeshore Ethnic Diversity Alliance (Migrant Mentoring Program)
- United States Department of Labor, Wage & Hour Division.

When contact is made on outreach, AES encourages the MSFWs to come to the One-Stop Center for services. However, if MSFWs are unable to travel to a Service Center, AES provide the following services on-site:

- Preparation of registration and resume assistance,
- Referral to specific employment opportunities currently available or job development services,
- Recommendation of employment opportunities available after the current employment ends.
- Assistance to prepare an Employment Service or non-Employment Service related complaint,
- Referral of complaint to the state's complaint coordinator or local office coordinator,
- Referral to supportive services, and
- When necessary, make appointments and arrange transportation to and from the One-Stop, or other locations where integrated workforce development services are provided.

On-site services are made possible as a result of mobile equipment provided to AES such as smartphones with hotspot capabilities and wireless laptops. This technology allows for immediate and easy access to electronic documents; including current job postings and applications for employment, approved migrant housing inspection lists, registrations, and access to supportive services websites. This technology also provides for quicker response times to sensitive documents, such as complaints and apparent violations.

In addition to the services listed previously, AES provide MSFWs with a packet of printed materials that is explained and distributed during face-to-face meetings on outreach. Packets contain the following materials:

- Listing of One-Stop services,
- Listing of all AES staff with contact information,
- WDA Form 330 B, "Notice to Applicants," which is a bilingual pamphlet that informs MSFWs of all employment services, including mitalent.org (Michigan's online labor exchange system),
- Migrant Resource Council Brochure,
- Additional local information, such as announcements for parent nights, bilingual classes, food distributions, etc.,
- Farmworker Legal Services calendar (if available), and
- United States Department of Labor Farm Worker Rights Card.

There are nine (9) Migrant Resource Councils (MRCs) in the State that are located in Michigan's main agricultural regions. The MRCs are comprised of representatives from state and local agencies, non-profit service providers, farmworker legal groups, and growers.

As members of their local MRC, AES exchange information regarding services available, make and receive referrals for services, identify unmet needs, and strategize with other members to maximize outreach activities and address MSFW needs.

MSFWs desiring to settle out or requiring additional training are referred to Telamon Corporation or other entities that provide training. In PY 2014, Telamon will be emphasizing the utilization of on-the-job training contracts and work experience activities, as well as skill upgrades such as Commercial Driver's License (CDL) training, pesticide applicator training, and equipment maintenance. Michigan Primary Care Health Centers are working on many enrollment efforts and will be on site at events where MSFWs gather and live. Michigan Migrant Education will continue with its Math MATTERS program, and DHS plans to increase outreach efforts. AES will partner with these agencies, either through referral of MSFWs or active participation on outreach.

Other activities performed on outreach include distribution of flyers to announce events, posting of AES contact information at restaurants and stores as well as Spanish and English media outlets, such as radio stations and newspapers publicizing AES location and contact information.

"La Hora del Campesino" is a radio program sponsored by the WDA that has grown in popularity and helps cast a wider net to locate MSFWs. Broadcast on Sunday evenings at 103.7 COSY-FM, it serves as a bridge between Limited English Proficiency job seekers and employers in Michigan by providing listeners with step-by-step instructions on how to locate employment through the One-Stop Service Centers, as well as online. Listeners are encouraged to visit the local One-Stops for a complete range of employment services. The program is delivered in Spanish and has proven to be a favorite of many of the MSFWs.

The WDA's Michigan's Agriculture Website previously found at www.michaglabor.org is now part of the agency's main website (www.michigan.gov\wda) and features resources for both MSFWs and employers. If interested, the website is demonstrated to MSFWs while on outreach. Additionally, the Pure Michigan Talent Connect site is also explained, so MSFWs can search for employment opportunities independently.

"Project Respeto" remains a constant feature of the outreach program. With full support from the Michigan State Police (MSP), joint visits to migrant camps are made by the local AES, MSP, and county sheriff officers. During these informal and friendly visits, AES and officers talk with MSFWs and provide information regarding Michigan laws that may differ from those of their home state. AES promote a trusting environment, which has resulted in fewer problems between law enforcement and MSFWs in some communities. Law enforcement in Oceana, Newaygo and Isabella Counties has expressed an interest to join the Project for PY2014.

Services Provided to MSFWs through Michigan's One-Stop Delivery System

Core, intensive and training services required under the WIA Title I regulations are provided to MSFWs through the Michigan Works! One-Stop Service Centers, Telamon Corporation and the AES staff. When MSFWs visit a One-Stop, staff provides core services. Bilingual services must be provided, as needed. The majority of intensive services are provided by the AES staff. These include comprehensive employment services; such as job referral and placement, resume writing assistance, career guidance, skill assessment, and referral to training. Additionally, assistance with Michigan's online labor exchange system, Pure Michigan Talent Connect is also provided.

Michigan is strengthening the One-Stop system by implementing Functional Coordination. The functional coordinator will act as a liaison among WDA field staff and One-Stop staff to ensure that qualitative and quantitative services are being provided to all MSFWs who walk through the doors.

Agricultural Employment Specialists are knowledgeable of the various training programs available through the One-Stop and make referrals to programs, based on customer request. Since the Workforce Development Agency is not a direct provider of training services, it is imperative that training programs are explained thoroughly to MSFWs before referral to programs takes place. AES staff will continue to encourage MSFWs to enter training programs in order to acquire skills that may lead to higher paying employment. While doing so, AES will remain sensitive to those who may not want to leave the migrant stream, and take that into consideration before referrals are made.

Governor Rick Snyder has embarked on a new effort to drive regional collaboration in Michigan which empowers locals to drive economic prosperity. With the formation of ten (10) Prosperity Regions in Michigan, there will be an opportunity for MSFWs to access additional programs and participate in initiatives designated in each region. By combining resources, areas "collaborate, connect, and create" additional resources to enable not only the MSFW population, but all populations to achieve success. AES and management will work in concert with their Prosperity Region to ensure that MSFWs have equal access to all available programs.

Telamon will continue its internship program with the goal of helping participants discover their strengths and broaden their scope of employment. These interns will be exposed to high-demand / high-growth occupations. By referring MSFWs to this program, as well as the trainings offered by the One-Stop, AES provide an opportunity for their clients to advance skills and compete in a local, regional and global economy.

In addition to the services mentioned, the following services/programs are offered to MSFWs through the One-Stop Delivery System:

- Computer & Internet access for job searches, UIA registration, and other work related business,
- Telephones, fax & copy machines,
- PATH for jobseekers receiving State cash assistance,

- Michigan Rehabilitation Services for employment services, vocational counseling for job seekers with disabilities,
- Veterans Employment Services,
- Dislocated Worker programs,
- Youth programs,
- Learning Labs for ESL, GED, & computer skills classes,
- TABE & Work Keys testing,
- Career building assistance,
- On the job training programs,
- Work experience programs,
- Emergency Supportive Services,
- Job Fairs, Employer of the Day Interviews, and Temporary Employment Agencies,
- Local Labor Market Information, and
- Access to the WDA website http://www.michigan.gov/wda for maps and AES contact information, a link to the Farmworker Radio program, and other resources.

To facilitate referrals of interested and qualified job applicants to jobs in Michigan the WDA is submitting a Pilot Project Proposal to its Regional Monitor Advocate for consideration. This pilot project would allow the AES to refer MSFWs to employment via telephone or email. This approach would not replace any outreach conducted to the MSFWs, but would provide another tool to assist MSFWs to gain employment more efficiently.

Services Provided to Agricultural Employers through Michigan's One-Stop Delivery System

The One-Stop Service Centers and the AES staff provide employment services to agriculture employers. Enhanced coordination through a One-Stop Functional Coordinator enables the agriculture employer to receive comprehensive services in a non-duplicative manner. Primary services delivered by the AES include assistance writing job orders and job descriptions as well as the referring of workers. Employers are also trained by AES in the use of Pure Michigan Talent Connect to post job openings or locate qualified talent.

In February 2014, the WDA in partnership with Michigan State Extension Services, held the 15th Annual West Michigan Agricultural Meeting. Over 60 agricultural employers attended and heard presentations about finding a labor force, camp and housing requirements, the I-9 process, and other topics of interest based on results from an employer survey. AES were invited to present at six (6) additional agriculture employer meetings that were organized by various partner groups and agencies. At each meeting, AES presented services available for employers through the One-Stop system and Pure Michigan Talent Connect and explained the Intra/Interstate Clearance Order system to employers to assist them in locating MSFWs in other States.

Agricultural employers participated in Prevailing Wage and Practice Surveys during PY 2013 for growers of asparagus, apples and sweet cherries. In PY 2014, surveys of growers of apples, asparagus, blueberries, broccoli, cabbage, cauliflower, cherries, Christmas trees (production and harvest), corn (sweet), seed corn de-tasseling, cucumbers, fall squash, flowers, flowers-bouquet

processing, grapes, green beans, green peppers, jalapenos, melons, nursery stock, onions, peaches, potato/equipment operation, raspberries, sod, squash, strawberries and tomatoes will be conducted during the peak season for all crop activity where Intra/Interstate Clearance Orders and H-2A orders are used.

During PY 2012, several AES were trained to become a Business Solutions Professional (BSP). The BSP program provides training on skills to assist employers to improve or streamline their processes and resolve barriers to productivity. With the help of a trained BSP, a business can discover opportunities for growth, which may lead to more and better paying jobs for MSFWs. An emphasis continues to be placed on conducting outreach visits to employers during the nonpeak season in order to build strong and trusting relationships. By having strong relationships, employers are more apt to contact and rely on the AES for referrals to not only the hand harvesting jobs, but also to other higher-paying, higher skilled positions. MSFWs have been hired as truck drivers, fork lift operators and supervisors. And with the realignment into the previously noted Prosperity Regions, there is an increased opportunity for AES to form relationships with more employers who may be seeking the skills and abilities found in the MSFWs.

"La Hora del Campesino" is an additional service offered to employers by offering them the opportunity to be interviewed during the program. Theses radio interviews allow the employer to explain what skills they are seeking in an employee, what their job entails, and other information of interest to a job seeker. In PY 2013, five (5) growers were interviewed; the goal for PY 2014 is ten (10) growers.

The WDA's website contains important information for agricultural employers. Located at http://www.michigan.gov/wda, employers can access the AES staff listing, current ETA790 Form and Instructions for Intra/Interstate Clearance Orders (ICOs), Prevailing Wage and Practice Surveys, as well as a direct link to "La Hora del Campesino."

Data Analysis

Data for PY 2011 was obtained from the State's previous electronic system (Michigan Talent Bank), was based on employer level business codes (NAICS) and included all postings within Agriculture, Forestry, Fishing and Hunting. There was no means to separate the agriculture orders out of the total number. A system conversion occurred in October 2012 from the Michigan Talent Bank to Pure Michigan Talent Connect.

Table 3						
PY 2011: (July 1, 2011 through June 30, 2012)						
	Orders	Openings	Filled	Percent Filled	ICOs Received / Initiated	
Agriculture	1,586	5,747	1,327	23%	92: 17 from H- 2A orders, 75 from out-of-state orders; 4 initiated but withdrawn by employers	
Food Manufacturing	943	4,084	1,083	27%	0	
Total	2,529	9,831	2,410	25%		

Data gathered from PY 2012 presents a more accurate picture of agriculture job orders in the State, as data was based on Career Category / Type at the job posting level in Pure Michigan Talent Connect. Job Orders for agriculture mechanics and machinery operators, agriculture services and supplies, farming, food processing/production and hand harvesting totaled 767, with openings of 5,786.

The State expects to increase the number of job orders received due to increased outreach to employers and the increased emphasis on agriculture within the State. By coordinating and partnering with the business liaisons located at the One-Stop Service Centers, additional employers will be reached and encouraged to post their openings in Pure Michigan Talent Connect. AES will continue to provide facilitated services to employers on all agricultural job orders. Services include, but are not limited to, collecting applications, scheduling interviews, reserving space to conduct interviews at the One-Stop Service Centers, and language assistance during interviews when needed.

The following table estimates data for PY 2014:

Table 4						
Career Type	Expected Orders	Projected to be Filled	Percentage	Estimated ICOs Received	Estimated ICOs Initiated	
Agriculture Mechanics and Machine Operators	164	21	15%	5	1	
Agriculture Services and Supplies	152	23	15%	0	0	
Farming	200	80	40%	45	1	
Food Processing / Production	221	89	40%	5	0	
Hand Harvesting	30	21	40%	50	1	
Total	767	234	33%	105	3	

Other Requirements

The State Monitor Advocate was afforded the opportunity to review and comment on the PY 14 Agriculture Outreach Plan.

The draft of the PY 2014 Agriculture Outreach Plan was posted to WDA's website to solicit comments from the WIA Section 167 NFJP grantee and other interested agencies, partners and groups who serve MSFWs. The following is a list of entities that were afforded the opportunity to comment on the Plan.

- Telamon Corporation (NFJP grantee),
- Michigan Department of Human Services,
- Michigan Department of Agriculture and Rural Development,
- Michigan Primary Care Association,
- MI Migrant Head Start / Telamon Corporation,
- Michigan Farm Bureau,
- Migrant Health Promotion,
- Michigan Primary Care Association,
- Michigan Department of Civil Rights,
- Michigan Department of Community Health,
- Michigan Department of Education Migrant Education,
- Michigan Occupational Safety and Health Administration,
- Michigan Department of Licensing and Regulatory Affairs,
- Hispanic Center of Western Michigan,
- United States Department of Homeland Security,
- Michigan Migrant Legal Assistance Project,
- Farmworker Legal Services,
- Michigan State University CAMP and HEP Programs,
- Julian Samora Research Institute,
- Hispanic Latino Commission of Michigan,
- United States Department of Agriculture Rural Development,
- United States Department of Labor Wage and Hour Division, and
- Social Security Administration.

Comments received from these agencies and partners and responses from the State are included with the Plan.

Appendix A – Data Citings

- State of the State, 2014 State of the State Address by Governor Rick Snyder, given at the State Capitol, House Chamber, Joint Session of the Legislature, Lansing, Michigan, Commencing at 7:05 p.m., Thursday, January 16, 2014, taken by Rebecca L. Russo, CSR-2759, CRR, RMR.
- Michigan's Food and Agriculture Industry, published by the Michigan Department of Agriculture and Rural Development 2012, with additional data from USDA / NASS Michigan Field Office 2011.
- Migrant and Seasonal Farmworker Enumeration Profiles Study, Michigan Update June 2013, published as a project of the State of Michigan Interagency Migrant Services Committee, Alice C. Larson, Ph.D., study researcher and author.
- 4 Ibid
- 5. Presentation delivered by Alice C. Larson, Ph.D. on August 7, 2013, at InterCare, Benton, Harbor, MI

Appendix B – Map of Michigan's Agriculture Regions for Prevailing Wages and Practices

